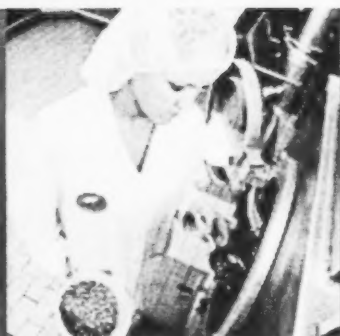




**Final Report: Government MLA
Committee Considering a Review
of the Labour Relations Code**

November 2002



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Richard Marz, M.L.A.
Olds-Didsbury-Three Hills Constituency

November 26, 2002

The Honourable Clint Dunford
Minister Alberta Human Resources and Employment
Room 324 Legislature Building
10800 97 Avenue
Edmonton, Alberta T5K 2B6

Dear Minister:

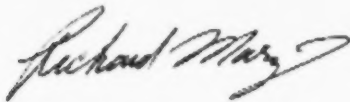
MLA Committee Report on Labour Relations Code Final Report

On behalf of our committee I have enclosed our report to you regarding the Alberta *Labour Relations Code* (*Code*). Our report contains a number of recommendations that we present for your consideration and action.

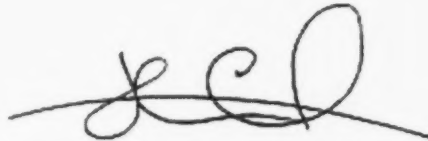
We want to thank you for the opportunity to review input from stakeholders about the *Code*. Our committee received 314 total responses from stakeholders and interested members of the public. Based on our review of the written submissions, we have concluded that no general review of the *Code* is necessary at this time. Stakeholders told us that the *Code*, while not a perfect document, does a good job fairly balancing the rights and needs of labour relations practitioners. We do note, however that there are some particular *Code* provisions that may require further review; our report makes a number of specific recommendations to that effect.

We believe that our recommendations provide excellent advice on ensuring that Alberta's labour laws remain up to date and we look forward to your response to this report.

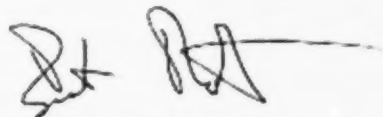
Yours truly,



Richard Marz, MLA Olds-Didsbury, Three Hills



Harvey Cenaiko, MLA Calgary Buffalo



Brent Rathgeber, MLA Edmonton Calder

Final Report

Government MLA Committee Considering a Review of the *Labour Relations Code*

Executive Summary

On July 11, 2002, Alberta Human Resources and Employment Minister Clint Dunford established a Government MLA Committee to determine whether a detailed review of the current *Labour Relations Code* is needed. Committee members are:

- **Richard Marz,**
MLA Olds-Didsbury-Three Hills (Chair)
- **Harvey Cenaiko,**
MLA Calgary Buffalo
- **Brent Rathgeber,**
MLA Edmonton Calder

After carefully reviewing more than 300 submissions and considering the issues, the Committee makes the following recommendations:

Recommendation #1: General Review

No general review of Alberta's labour laws should commence at this time.

Recommendations #2-4: Construction Sector

The AHRE Minister should undertake an extensive review of labour relations within this sector. This review should include (but not be limited to) the following issues: Construction sector certification and revocation procedures, "salting" and "MERFing."

Recommendation #5: Health Care

Given the high degree of interest that this sector has shown for our review, we suggest that the AHRE

Minister undertake a comprehensive study of labour relations within the health care sector.

Recommendation #6: Ambulance Services

The Committee recommends that the AHRE Minister defer this issue to the Government MLA Committee examining Ambulance Services.

Recommendation #7: Secondary Picketing

The Committee recommends that the Alberta government undertake, as quickly as possible, a formal review of Alberta's picketing legislation.

Recommendation #8: Agriculture Workers

The Committee recommends that the AHRE Minister commence a review of agricultural labour relations as soon as possible.

Recommendation #9: General Certification and Revocation Provisions

The Committee does not believe that further study of the *Code's* certification and revocation provisions is required at this time.

Recommendation #10: First Agreement Legislation.

The Committee recommends that no further review of First Agreement Legislation proceed at this time.

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Introduction

On July 11, 2002, Alberta Human Resources and Employment Minister, the Honourable Clint Dunford announced the establishment of a Government MLA Committee to determine the need to review Alberta's current *Labour Relations Code*. The Committee is chaired by Richard Marz, MLA for Olds-Didsbury-Three Hills and the committee also includes Harvey Cenaiko, MLA for Calgary Buffalo and Brent Rathgeber, MLA for Edmonton Calder.

Labour relations stakeholders and interested members of the public were asked to provide their thoughts and ideas in written form to the Committee no later than September 15, 2002. This final report highlights major concerns raised and makes recommendations for the AHRE Minister's consideration.

The Current Framework

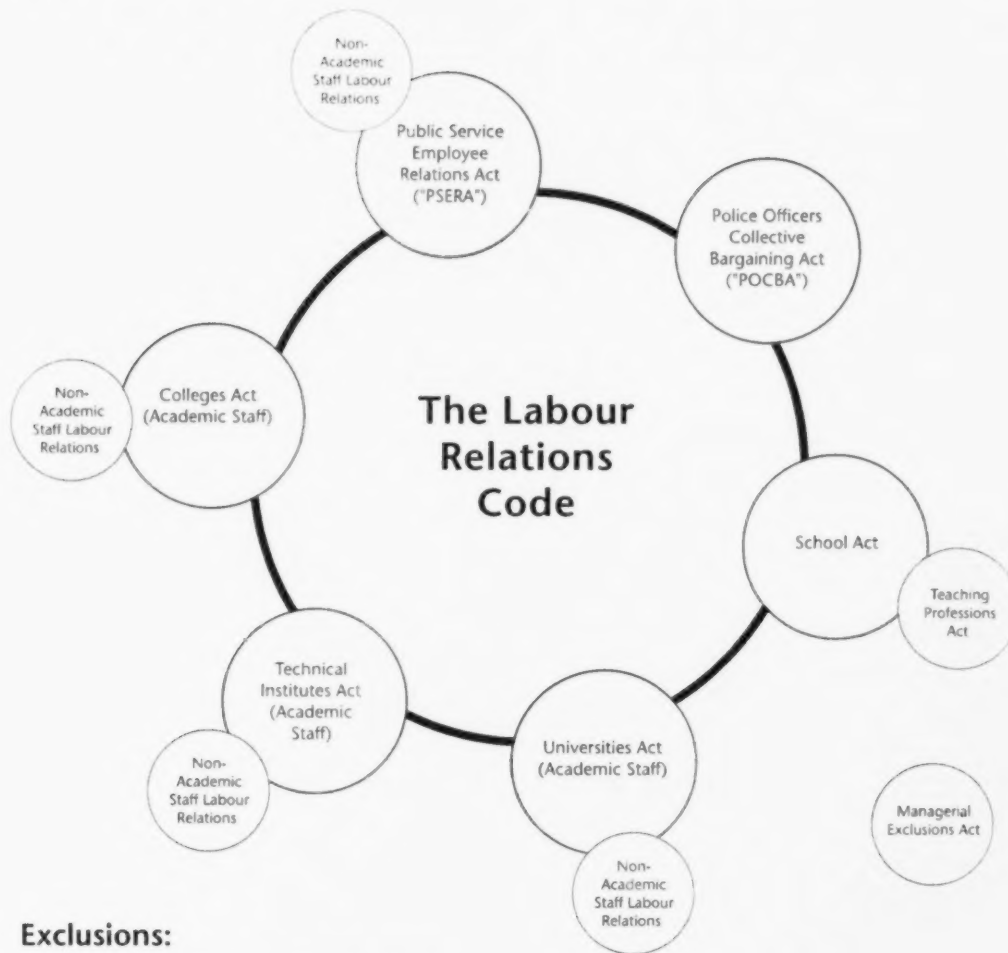
The *Labour Relations Code* is the central piece of legislation governing collective bargaining in the province. It became law on November 28, 1988. The *Code* provides detailed guidelines for certification, revocation, collective bargaining, mediation, strikes and lockouts, and unfair labour practices. The *Code* has specific divisions for hospitals and firefighting (where strikes and lockouts are banned) and the construction industry. The Labour Relations Board (LRB), which administers the *Code*, is given the discretionary power to conduct informal hearings prior to formal hearings. The LRB also adopted formal rules governing its procedures and the conduct of votes.

There are, however, other more specialized pieces of legislation that deal with other areas:

- *Public Service Employee Relations Act* ("PSERA"), which governs the provincial public service, certain government agencies, and support staff of Colleges, Universities and Technical Institutes and used to govern certain hospitals. The Public Service Employee Relations Board ("PSERB") was abolished in 1994 with PSERA placed under the LRB.
- *Universities Act*
- *Colleges Act*
- *Technical Institutes Act*
- The above three Acts have limited provisions dealing with faculty and create associations and mandate collective bargaining with them. No board administers these provisions.
- *Police Officers Collective Bargaining Act* ("POCBA") is administered by the LRB and applies only to municipal police officers.

Statutes Governing Labour Relations in Alberta

Labour Relations Board (Administers)



Exclusions:

- Employers and employees in farm and ranch labour, domestic work
- Industries falling under federal jurisdiction: airlines, railroads, interprovincial trucking, shipping and telecommunications, federal civil service
- Self-employed workers
- Managers or persons employed in confidential matters related to labour relations
- Doctors, dentists, architects, engineers, and lawyers acting in their professional capacities

Should a review of the *Code* proceed at this time?

Our mandate was to determine whether it was appropriate to proceed with a review of the *Labour Relations Code* at this time. We consulted with stakeholders and interested members of the public over the summer of 2002, and reviewed 314 written submissions from employees, trade unions, employers, employers' associations, advocacy groups and interested members of the public.

Despite the tight time frames, we are pleased that so many key labour relations stakeholders and interested members of the public brought forward their submissions to the Committee.

With such a diversity of respondents, the Government MLA Committee has been presented with a wide variety of views and opinions about the current state of Alberta's labour laws. Some submissions called for significant changes to the *Code*; others felt that only some fine-tuning was in order. Still others called for no changes at all. Others warned that changes to the *Code* at this time could destabilize the Alberta economy.

We heard a great deal from stakeholders within the construction sector: unionized and non-unionized contractors, trade unions and industry associations all made their views known. We also heard from stakeholders in most key sectors in the Alberta economy, including health care, the oil and gas industry, education, agriculture and manufacturing.

In calling for written submissions, we wanted to learn whether, in the 15 years since the introduction of the *Code*, Alberta's labour laws were still successfully maintaining a proper balance between the needs and interests of workers, unions, employers and the general public. Good labour law does not necessarily

satisfy all stakeholder wants and desires, but it should address basic needs and interests in a way that allows for the fair and stable functioning of a collective bargaining regime. As the Committee, we tried to determine whether, when looking at all submissions, stakeholders continued to find Alberta's labour laws relevant and effective within a dynamic economy.

Recommendation #1: *Labour Relations Code*

No general review of Alberta's labour laws should commence at this time.

After carefully reviewing all the submissions it appears that overall the *Labour Relations Code* continues to be an effective and fair piece of legislation for workers, unions, employers and the public alike. We see few facts that support the proposition that the *Code* as a whole is no longer working.

In fact, some stakeholders pointed out the *Code*'s positive role in promoting labour relations stability through uncertain economic times. Within the oil and gas sector, we were told that the *Code* contributed stability to an industry currently committed to \$89 billion in new construction projects¹ and, "if it ain't broke, don't fix it." In broad terms, we agree with this conclusion.

We acknowledge the crucial role that labour-management partnerships have played in promoting economic stability in Alberta's construction sector and the many examples of labour-management cooperation on matters such as training and workplace health and safety in this sector.

¹ Source: Alberta Economic Development, September 2002. The estimate only includes projects over \$2 million in size.

Major Issues:

While we believe that the Code is working well, we do consider certain issues and problems to be worthy of closer examination and study.

We recognize that our labour legislation will face some challenges in the coming years. We have already noted that the Code appears to be on many stakeholders' minds in the construction sector. We also note that labour relations in the health care sector are an ongoing concern.

Recent court cases in other jurisdictions may have a direct effect on Alberta's labour laws. We believe that these issues, including some of the subject areas discussed at greater length, need to be examined prior to any future comprehensive review of the Code.

However, we are confident that Alberta's labour laws will continue to serve Alberta well, and provide fair and balanced legislation to the province's labour relations community.

Construction Sector

We received submissions from more stakeholders within the construction sector than any other. Stakeholders active in the construction industry expressed concerns with various aspects of Alberta's labour laws including certification and revocation procedures, "salting" and Market Enhancement Recovery Funds or "MERFs" (see below), as well as a number of other issues of interest within the sector.

Recommendation #2: *enhance the certification process*

Given the high degree of interest that this sector has shown for our review, we suggest that the AHRE Minister undertake a compre-

hensive study of labour relations within the construction industry. We recommend that this sector study examine in some depth the following issues:

Certification and Revocation/Salting

In our opinion, only in the construction sector did we hear concerns about the certification and revocation processes that we felt warranted further study and consultation at this time.

Certification is a process where employees can select a union as their bargaining agent, if they so desire. In Alberta it is a two-stage process. The union must first sign up 40% of the employees in the unit to establish that there is significant interest in bringing a trade union in. The Labour Relations Board then conducts a secret ballot vote; if the union gets "50% plus one," it earns the right to represent those workers.

Revocation is the process whereby employees remove a union as their bargaining agent. To revoke a union's certification, 40% of the employees must support changing their union, which triggers a Labour Relations Board supervised secret ballot. This may or may not lead to the union losing its certification.

Many stakeholders expressed unhappiness about aspects of both the certification and revocation processes within the construction industry. We are concerned that the process may not be working as well for this industry as it seems to be in other sectors.

Stakeholders within the construction sector also had much to say about the certification process colloquially known as "salting." Salting refers to an unfair labour practice whereby unscrupulous unions "salt" a non-union workplace, certify the employers and later,

typically "strip" the union supporters out, leaving the employers and remaining employees saddled with a contract they do not support.

Recommendation #3:

We are sympathetic to any workplace that is disrupted during a certification campaign. We believe that the *Labour Relations Code* must balance the employees' right to join (or not join) unions with the employer's natural desire for a stable workplace. Given the interest surrounding this issue we recommend that this issue be examined in greater detail.

Market Enhancement Recovery Funds

We also heard from the construction sector stakeholders about the use of "enabling" or market enhancement recovery funds (MERFs). The practice involves the creation of a stabilization fund, funded by unionized workers within a particular trade. Unionized contractors use their funds to "top up" their bids when competing with non-union contractors.

MERFs are fairly new to Alberta and it is not clear to us how widespread this practice is within the province. It is also not obvious to us whether or not this is a matter that could be addressed through labour laws, as opposed to competition or even tax legislation. However, what is clear is how divisive and disruptive the issue is, particularly between, on one hand, smaller non-union contractors and on the other, most unionized building-trades and some unionized employers.

Recommendation #4:

While there is considerable uncertainty as to whether this issue can be addressed from within a labour relations context, we nevertheless believe that MERFs deserve further review by the AHRE Minister.

Health Care Sector

The Committee heard from all major stakeholders within the health care sector. Stakeholders raised two major issues. First, we believe that many stakeholders are wondering how reform of the health care system, as outlined by the Premier's Advisory Council on Health for Alberta, will affect them. Second, there appears to be a strong debate within the health community over the need and usefulness of "essential service" designation and whether the current system is effectively promoting labour peace while ensuring the public receives high quality care and service.

Recommendation #5:

Given the high degree of interest that this sector has shown for our review, we suggest that the AHRE Minister undertake a comprehensive study of labour relations within the health care industry.

Dispute Resolution – Emergency Medical Services

This Committee did not receive a significant number of submissions on the issue of dispute resolution within the Emergency Medical Services (EMS) sector. The recent Government MLA Review Committee examining ground ambulance services met and talked with many of the stakeholders in this area

Recommendation #6:

Given the extensive consultations that the Government MLA Committee looking at EMS undertook, we defer to that Committee's recommendations.

Other Issues:

Secondary Picketing

Another issue raised was Alberta's picketing provisions in the wake of recent Labour Relations Board and court cases. In particular, many stakeholders were concerned with the impact of the recent Supreme Court of Canada ruling in the *Pepsi* case that apparently finds all forms of picketing, whether primary or secondary, to be protected under the *Charter of Rights and Freedoms*. This in effect may change secondary picketing practices in Alberta. This change may need to be reflected in the *Labour Relations Code*.

It is not within the mandate of this committee to provide in-depth analysis of the *Pepsi* case. However, we are concerned with the general level of anxiety that this issue appears to have caused within the labour relations community. Employers, particularly within the construction, transportation and oil and gas industries, indicated their concern with the *Pepsi* decision while many unions have urged the government to enact new, compliant legislation as soon as possible.

Recommendation #7:

We recommend that the Alberta government undertake, as quickly as possible, a formal review of Alberta's picketing provisions, in particular Section 84 of the *Code*. We also encourage the government to conduct extensive stakeholder consultation as part of the

review. We believe that many stakeholders have an interest in further dialogue about this issue.

Agricultural Workers

The Committee notes that Alberta may need to assess the implications of another Charter-based decision upon our labour laws: the current exclusion of farm and ranch workers from all coverage under the *Code*.

In Ontario in late 2001, the United Food and Commercial Workers' Union (UFCW) successfully argued that the exclusion of agriculture from Ontario labour law (specifically, the right to unionize) was a violation of workers' freedom of expression. The Supreme Court gave the Ontario government 18 months to enact "a constitutionally compliant replacement" and on October 7, 2002, new legislation was introduced.

Given that Alberta also exempts farm and ranch employees and employers from *Code* coverage, we believe our province may soon face the same issue. The UFCW, other labour groups, and even some commercial agriculture operators told us that they feel agricultural workers should be granted status under our *Code*. Other stakeholders expressed great concern about the potential economic ramifications of union organizing, particularly the possibility of great economic harm arising as a result of a strike during, for example, the harvest.

Recommendation #8:

We recommend that the government commence a review of agricultural labour relations and conduct significant stakeholder consultations as soon as possible. We recommend that any proposed legislation respect the unique character of Alberta's agriculture industry and in particular, the central role of the family farm within the sector.

Certification and Revocation Procedures

We heard from a number of stakeholders on the issue of the role and purpose of certification and revocation procedures under the *Labour Relations Code*.

Some stakeholders stated that the two processes ought to be more parallel in structure with revocation opportunities in particular greatly enhanced. Others stated that the *Code* certification "stacked the deck" against unions and made it easy for employees to intimidate or otherwise pressure employers to reconsider their support for the union.

We in particular heard many concerns from within the construction sector.

The Committee recognizes that there is a great deal at stake for both employers and trade unions in how certification and revocation procedures are established. We believe that certification and revocation procedures lie at the heart of any labour *Code* and must be fair and balanced in order to facilitate productive and stable labour relations.

Recommendation #9:

We believe that certification and revocation procedures work well and should not be adjusted or modified unless absolutely necessary. The Committee takes the question of fairness very seriously, and we acknowledge the vital importance of a process that balances the interests of all affected parties in as smooth and sensitive a fashion as possible.

While stakeholders did propose changes that would advance their own interests, we did not see evidence that the system as a whole was substantively flawed. However, we also note

the special nature of the construction sector, and that some of the concerns we heard therein deserve additional attention and study.

First Agreement Legislation

Some stakeholders advised us that they wished to see a mechanism in place to send outstanding bargaining issues arising after a first certification to compulsory arbitration. Trade unions in particular were concerned that high-profile disputes at the Dynamic Furniture, Calgary Herald and the Shaw Conference Centre were evidence that employers could avoid their bargaining responsibilities.

Recommendation #10:

While the committee acknowledges that difficult disputes do arise from time to time, we believe they are the exception rather than the rule. According to AHRE, over 98% of all labour contracts are negotiated without recourse to strike or lockout.

Based on submissions received, the Committee feels that the *Code* does not require any form of first agreement legislation. The Committee does not recommend any further study into this matter at this time.

Submission List

Organization

Correspondent

A

Ace Construction Company Ltd.	Fred Bergman
Action Electrical Ltd.	D.K. Bunting
Acutech Electric Ltd.	Rodger C. Albers
Alberta and Northwest Territories (District of MacKenzie)	Martyn A. Piper
Regional Council of Carpenters and Allied Workers	
Alberta Association of Municipal Districts & Counties	Larry Goodhope
Alberta Building Trades Council	Mark McCullough
Alberta Chamber of Commerce	Jason Reimer
Alberta Construction Association	Ken Gibson
Alberta Federation of Labour	Les Steel
Alberta Fire Fighters Association	Gord Colwell
Alberta Glass Inc.	Paul Heynes
Alberta Long-Term Care Association	R. Greer Black
Alberta Mushroom Growers	John Kostelyk, Ralph Hazelwood, Brent Schwabe, Tiger Goto
Alberta Roadbuilders and Heavy Construction Association	Allen Lowe
Alberta School Boards Association	Michele Mulder
Alberta Teachers' Association	Larry Booi
Alberta Union of Provincial Employees	Dan MacLennan
Alberta Workers' Health Centre	Kevin Flaherty
All Type Electric Ltd.	Earl Schmermund
Allen, L.M. CMA	L.M. Allen, CMA
Allied Projects Ltd.	M.J. Brunner
Allied Projects Ltd.	Vance J. Milne
Alta Pro Electric Ltd.	Bert De Bruin
Altin	Janice Altin
Andries Electrical Systems Ltd.	Martin Brouwers
Apex Tile & Marble Ltd.	Corporate

B

Baker, Andy and Sheila	Andy and Sheila Baker
Barrington, Keith	Keith Barrington
Beck Drilling and Environmental Services Ltd.	Gary Wegleitner
Binder Construction Limited	Duncan Binder
Bludd, M.K.	M.K. Bludd
Bosco Homes	G.R. (Gus) Rozycki
Botting & Associates Alberta Ltd.	Corporate
Boyd, Pauline CGA	Pauline Boyd
Braun Electrical Services Ltd.	Jon Braun
Brown & Marshall Electric Ltd.	Boyd Carlson
Building and Construction Trades Department, AFL-CIO	Robert R. Blakely
Butler, Les R.	Les R. Butler
Butt, Amanda	Amanda Butt

C

Calgary and District Labour Council
 Calgary Chamber of Commerce
 Campo Electric Ltd.
 CANA Management Ltd.
 Canada Safeway
 Canadian Association of Geophysical Contractors
 Canadian Association of Oilwell Drilling Contractors
 Canadian Auto Workers - Canada
 Canadian Federation of Independent Business
 Canadian Union of Postal Workers
 Canadian Union of Public Employees
 Canadian Union of Public Employees, Local 30
 Canadian Union of Public Employees, Local 474
 Canem Systems Ltd.
 Capital Health
 Cao, Wayne MLA
 Caon Services
 Centennial Electric (1983) Ltd.
 Central Roofing (Calgary) Ltd.
 Certified General Accountants Association of Alberta
 Certified Management Accountants of Alberta
 Chandos Construction Ltd.
 Chartered Accountants of Alberta
 Chivers, Kanee, Carpenter
 Chown Electrical Contractors Ltd.
 Christian Labour Association of Canada
 City of Edmonton, Human Resources Branch
 Clark, Lyndon (Bud)
 Clark Builders
 Coakwell, C. Todd CMA
 Coalition on Legislative Issues
 Comfort-Aire Ltd.
 Communications, Energy and Paperworkers Union of Canada
 ConCreateUSL Ltd.
 Con-Forte Contracting Co. Ltd.
 Connelly Industrial Insulation Services Ltd.
 ConSite Construction Ltd.
 Construction Labour Relations - An Alberta Association
 Cord Projects Ltd.
 Council of Alberta Horticultural Industries
 Council of Chief Executive Officers
 Cowan, Alister CA
 Cragg, John F.
 Crestview Electric Ltd.
 Curoda Electric
 Curran, Jeff
 Custom Electric Ltd.

Gordon Christie
 Murray Sigler
 Ad Dionisio
 John Simpson
 Dave Pearson
 William Kammermayer
 Don M. Herring
 Diane Hollingshead
 Dan Kelly and Corinne Pohlmann
 Cindy McCallum
 Linda Huebscher
 Richard Colwell
 Berend Wiltig
 Al Miller
 John McPhail
 Wayne Cao, MLA
 Verne Cornwell
 Ross Andreas
 Rob Moser
 Gail Beck
 Sterling M. Eddy
 Bern McGillivray
 Steven J. Glover
 Jo-Ann Kolmes
 L. (Bud) Chown
 Co J. Vanderlaan
 Pat Connolly
 Lyndon (Bud) Clark, CMA
 Gerald Clark
 C. Todd Coakwell
 Gerry Donelly
 Doug Habberfield
 Don MacNeil
 Glenn MacSweyn
 Gabe Carroll
 Rod Connelly
 Brent Gervan
 R. Neil Tidsbury
 Ewart Cameron
 Ralph Hazelwood
 Tom Seaman
 Alister Cowan, CA
 John F. Cragg
 Tim Engel
 Douglas Williamson
 Jeff Curran, CMA
 Rick Kuzek

D

Dalgleish, Randel
Darko, Lois
Day, Terence J.
deCocq, Tim
De Deugd, Robert
Devitt and Forand Contractors Inc.
Digby, Nicole
Domingo, Leela CA
Dowhaniuk, Lindy
Dube, Daniel
Duke, Robin
Dynetek Industries Ltd.

E

Edmonton and District Labour Council
Edmonton Chamber of Commerce
Einstein Electric Ltd.
Electrical Auxiliary Services
Elam Electric Ltd.
Elan Construction Limited
Electrical Contractors Association of Alberta
Environmental Dynamics Ltd.
Erikson, Maggie
Eyre, Pamela G. CA

F

Falco Electrical Systems Ltd.
Ferguson Glass Western Ltd.
Filgas, Randy
Fior, Todd D. CA
Flint Energy Services Ltd.
Focus Construction Management
Force Electric Ltd.

G

Gashe, Tsige
Geldart, David
Gillham, Miles
Glass, Alison
Glass and Architectural Metals Association
Grain Services Union, Local 8800
Grande Prairie Construction Association
Great North Plumbing Inc.
Greg's Contracting Services Ltd.
Grier, Laura L.M. CMA
Griffen Glass (1981) Ltd.
GWG Industrial Services Ltd.

Randel Dalgleish, CMA
Lois Darko, CGA Student
Terence J. Day
Tim deCocq
Robert De Deugd
Al Brunette
Nicole Digby
Leela Domingo, CA
Lindy Dowhaniuk
Daniel Dube
Robin Duke
Vivi Ann Hall CA, Karen Minton CA, Robb Thompson CA

Alex Grimaldi
Mike Percy
Dean Nicol
Rick Platz
Brian Elam
Todd Paulsen
Brian Halina
John Chetek
Maggie Erikson, CA
Pamela G. Eyre

Dennis Fairbairn
Frank Babienko
Randy Filgas
Todd D. Fior, CA
Wayne Olmstead
John Cousins
Ted G.J. Commandeur

Tsige Gashe
David Geldart
Miles Gillham
Alison Glass
Jim Brady
Dwight R. Popowich
R. Schulli
John Romney
Trevor Bitzer
Laura L.M. Grier, CMA
Dan Pappas, GSC
Garry Gray, IET

H

Hall, Bruce R.
Hazco
Health Sciences Association of Alberta
Heater, Marna
Heinrichs, Rod
Henderson, Barbara
Heritage Trust & Design
HighLine Minuteman Electrical Constructors Ltd.
Hobbs, Donna
Hoover Mechanical Plumbing and Heating Ltd.
Huber, Hans
Hurst Construction Management Inc.

I

Impact Electric (1993) Ltd.
Industrial, Wood and Alliance Workers of Canada,
Canada Local 1-207
Industrial Workers of the World
Interfaith Coalition on Justice in the Workplace
Interhospital Ambulance, Edmonton
International Brotherhood of Electrical Workers, Local Union 424
International Brotherhood of Electrical Workers, Local Union 1007
International Union of Painters and Allied Trades, Local 177

J

Jardine, Tina
Jersak, Marie CA
Jersak, Miranda
Johnson, Nancy CA
Johnston, Belle CMA
Jones, Donna
Joshi, Renuka CMA

K

Kels Electric Ltd.
Kenner Electric
KLS Contracting Ltd.
Koski, Thomas
Kshyk, Roger
Kush, Eugene QC

L

Langley, Sharon CMA
Lehmann Plumbing Ltd.
Lethbridge Chamber of Commerce
Litwyn, Will
Loken, David
Luscar

Bruce R. Hall
John C. Thompson
Elisabeth Ballermann
Marna Heater
Rod Heinrichs
Barbara Henderson
Lorne Brennen
Don Hansen
Donna Hobbs
Brad Hoover
Hans Huber
Gord Graham

Brian Farr
Michael Pisak

G-Man (Eugene)
Don Mayne
Wayne Paesch
Ken Sieben
G. (Jerry) Larson
Patrick Milne

Tina Jardine
Marie Jersak, CA
Miranda Jersak
Nancy Johnson, CA
Belle Johnston, CMA
Donna Jones
Renuka Joshi, BA, CMA

Kelly Wilde
Ken Rogalsky
WD. Renton
Thomas Koski
Roger Kshyk
Eugene Kush, QC

Sharon Langley, CMA
Rick Lehmann
Tom Ackerman
Will Litwyn
David Loken
Bob Watts

M

Ma, Lisa K. CA, CPA
 MacLean, Dawn
 Madden, Wayne D.
 Magliocco, Lori A. CA
 Maloney, Graham
 Manpower
 Marken, Garth CMA
 Marko Electric Ltd.
 Marlborough Sheet Metal and Design Ltd.
 McGown Johnson
 McIvor, Judy CMA
 MCL Contracting Ltd.
 Merit Contractors Association
 Miller, Joe CMA
 Mitchell, James C.
 Moline, Myrna
 Monaghan, Dan
 Morris Electric Ltd.
 Motshegoa, Gabriel
 Municipal District of Bighorne No. 8
 Musekamp, Eric
 Muth Electrical Management Inc.

O

O'Dell Electric
 Olds Electric & Lighting Ltd.
 O'Neill, Pamela
 Opron General Contractors

P

Pax Electric Ltd.
 Petrin Mechanical Ltd.
 Petro-Canada – Legal Services
 PCL Contractors Ltd.
 Pentagon Structures Ltd.
 Petro-Canada
 Pigeon, Daniel J.
 Polanco, Dina
 Pollhaus, Charles
 Pomerleau, Paul
 Powell, W.
 Power Control Integration Ltd.
 PowerComm Inc. (PCI)
 Proform Concrete Services Inc.
 Pronto! Electrical Services Ltd.
 Provincial Electrical Services Inc.
 Provincial Glaziers Association of Alberta

Q

Q2 Electrica Contractors Ltd.
 Q.Q.R. Mechanical Contracting Ltd.
 Quick Way Electrical 1999 Ltd.
 Quinn Construction Ltd.
 Quinn Contracting Ltd.
 Quon, Tracy CA, CFA

Lisa K. Ma, CA, CPA
 Dawn MacLean
 Wayne D. Madden
 Lori A. Magliocco
 Graham Maloney
 Audrey E. Luft
 Garth Marken, CMA
 Corporate
 Ernie F. Novakowski
 William J. Johnson
 Judy McIvor, CMA
 Len Rattai
 Don Daly, Stephen Kushner
 Joe Miller, CMA
 James C. Mitchell
 Myrna Moline, BComm, CMA
 Dan Monaghan
 Kelly E. Morris
 Gabriel Motshegoa
 Maria Dunki
 Eric Musekamp
 Don Muth

Sean Hayes
 Terry Peterman
 Pamela O'Neill
 Rob Robinson

Norm Sanders
 Dan Petrin
 W.A. (Alf) Peneycad
 Eslin G. Eling
 Dwayne Chmiliar
 W.A. (Alf) Peneycad
 Daniel J. Pigeon
 Dina Polanco
 Charles Pollhaus, CET
 Paul Pomerleau
 W. Powell
 Cliff Schmidt
 Wayne R. Rutherford
 Curtis Bouteiller
 Barry Rzyziuk
 Terry Emmerson
 James Drewe

Larry and Dan Quintilio
 Scott McDonald
 Allen Martens
 J.M. (Jim) Quinn
 W.J. (Bill) Atchison
 Tracy Quon, CA, CFA

R

Radcliffe, Charlene CMA Candidate
Radius Mechanical Ltd.
Rodrigue, Serge
Runciman, Stephanie CA

S

Saito, Kaoru
Safeway
Sani-Tech Mechanical Ltd.
Saskatchewan Federation of Labour
Schell, Ed
Sebastian, Florence V.
Stack, James
Stampede Crane and Rigging Inc.
Stoughton Fire Protection Ltd.
Suncor Energy Inc., Oil Sands
Sunquist, R.G.
Syncrude

T

Tempo Alberta Electrical Contractors Co. Ltd.
Territorial Electric
Thomas, Marilyn
Tony's Electric Calgary Inc.
Top Gun Manpower Services Ltd.
TransAlta Utilities Corporation
Tremore Contracting Ltd.
Trican Well Service Ltd.

U

Unitech Electrical Contracting Inc.
United Association of Journeyman and Apprentices of the Plumbing
and Pipe Fitting Industry of the United States and Canada
United Food and Commercial Workers
United Food and Commercial Workers Local 401
United Nurses of Alberta
United Steelworkers of America, District No. 3
University of Alberta, Non-Academic Staff Association

V

Vennard, Margaret

W

Wallace, Patrick J.
Westfab Industries Ltd.
Wiebe, Greg D. CA
William Kelly and Sons Plumbing Contractors
Williams, Connie
Wolfe
Wolsegger, Dave
Wong, Garth CA

Z

Zigart, Jr, Vinko

Charlene Radcliffe, CMA Candidate
Ray Gillespie
Serge Rodrigue
Stephanie Runciman, CA

Kaoru Saito
Dave Pearson
Alan Maltais
Larry Hubich
Ed Schell
Florence V. Sebastian, CA
James Stack
Dennis Hockett
Kellar J. Stoughton
Gene Bacon
R.G. Sunquist
Jim Carter

Bob Rattai
Don Daly
Marilyn Thomas
Garry Bengert
Victor Jensen
Cheryl Noel
Paul C. Christman
Michael Kelley

Keith Brooke
Robert W. Kinsey

Michael J. Fraser
Douglas O'Halloran
David Harrigan
Ken Neumann
Joy Correia

Margaret Vennard

Patrick J. Wallace
Harvey Poirier
Greg D. Wiebe, CA
Ron Sandau
Connie Williams
Paul Aussant
Dave Wolsegger, PEC
Garth Wong, CA

Vinko Zigart, Jr.

Plus 44 e-mail comments and 14 submissions that have no return address / unreadable signatures